The Regional Municipality of Ottawa-Carleton

1984 Budget

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Regional Municipality
of Ottawa-Carleton
222 Queen Street
Ottawa Ontario K1P 5Z3

Office of the
Finance Commissioner

Municipalité Régionale
d'Ottawa-Carleton
222 rue Queen
Ottawa Ontario K1P 5Z3

Cabinet du Commissaire
aux Finances

May 15, 1984

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To: The Chairman and
Members of Regional Council

Subject: 1984 Budget

I am pleased to present to you the 1984 Budget for the Regional Municipality of Ottawa-Carleton and its related Boards and Agencies.

The statements contained within this budget were prepared from the 1984 Current Budget Estimates and the 1984-1988 Capital Budget Forecast of the Region which were adopted by Regional Council on February 13, 1984. Information taken from the approved annual budgets of the Ottawa-Carleton Regional Transit Commission, the Ottawa-Carleton Regional Area Health Unit and Canada's Capital Congress Centre has also been used to prepare statements contained herein.

The 1984 Budget is presented in three main sections: Current Operating Budget, Capital Budget and Financial and Other Statistics. Each section contains a consolidation of information taken from the above annual budgets. An introduction to each section provides a brief summary and a description of the statements presented.

The co-operation and assistance received from all participants in the preparation of the 1984 Budget is sincerely acknowledged and appreciated.

Respectfully submitted

J. C. LeBelle
Finance Commissioner & Treasurer

MEMBERS OF REGIONAL COUNCIL

Andrew S. Haydon
Chairman

F G. Barrett
Mayor
City of Gloucester
Executive Committee Member

Albert Bouwers
Mayor
Osgoode Township
Executive Committee Member

Marlene Catterall
Alderman
City of Ottawa
Executive Committee Member

Peter D. Clark
Mayor
Township of Cumberland
Executive Committee Member

Marion Dewar
Mayor
City of Ottawa
Executive Committee Member

Ben Franklin
Mayor
City of Nepean
Executive Committee Member

W. Gregory MacDougall
Alderman
City of Ottawa
Executive Committee Member

Nancy L. Smith
Alderman
City of Ottawa
Executive Committee Member

J H. Allen
Alderman
City of Gloucester

David W. Bartlett
Mayor
Township of Rideau

Eugene Bellemare
Alderman
City of Gloucester

Graham C. Bird
Alderman
City of Ottawa

Brian V. Bourns
Alderman
City of Ottawa

M. Chaput
Alderman
City of Vanier

W T. Denison
Alderman
City of Ottawa

Jim A. Durrell
Alderman
City of Ottawa

Beryl Gaffney
Alderman
City of Nepean

Bernard Grandmaitre
Mayor
City of Vanier

Rolf Hasenack
Alderman
City of Ottawa

Diane Holmes
Alderman
City of Ottawa

Jacquelin Holzman
Alderman
City of Ottawa

G W. Hunter
Alderman
City of Nepean

Margaret M. Kehoe
Alderman
City of Ottawa

Marc Laviolette
Alderman
City of Ottawa

Michael McSweeney
Alderman
City of Ottawa

Donald Munro
Mayor
Township of West Carleton

Beryl A. Plumptre
Mayor
Village of Rockcliffe Park

R A. Robert
Alderman
City of Ottawa

Margaret E. Rywak
Alderman
City of Nepean

Howard G. Smith
Alderman
City of Ottawa

Marianne Wilkinson
Mayor
City of Kanata

Anton Wytenburg
Mayor
Township of Goulbourn

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DEPARTMENT, BOARD & COMMISSION HEADS

DEPARTMENT HEADS

Anderson R.J.
Personnel Commissioner

Armstrong G.J.
Director
Homes for the Aged

Bilyk W.
Information Systems Office

Brunette W.H.
Regional Clerk

Cameron J.D.
Regional Solicitor

LeBelle J.C.
Finance Commissioner & Treasurer

O'Brien D.S.
Commissioner of Administrative Services

Palmer R.F.
Internal Auditor

Pickard R.O.
Works Commissioner

Pope A.J.
Social Services Commissioner

Sheflin M.J.E.
Transportation Commissioner

Tremblay H.T.
Co-Ordinator
Emergency Measures

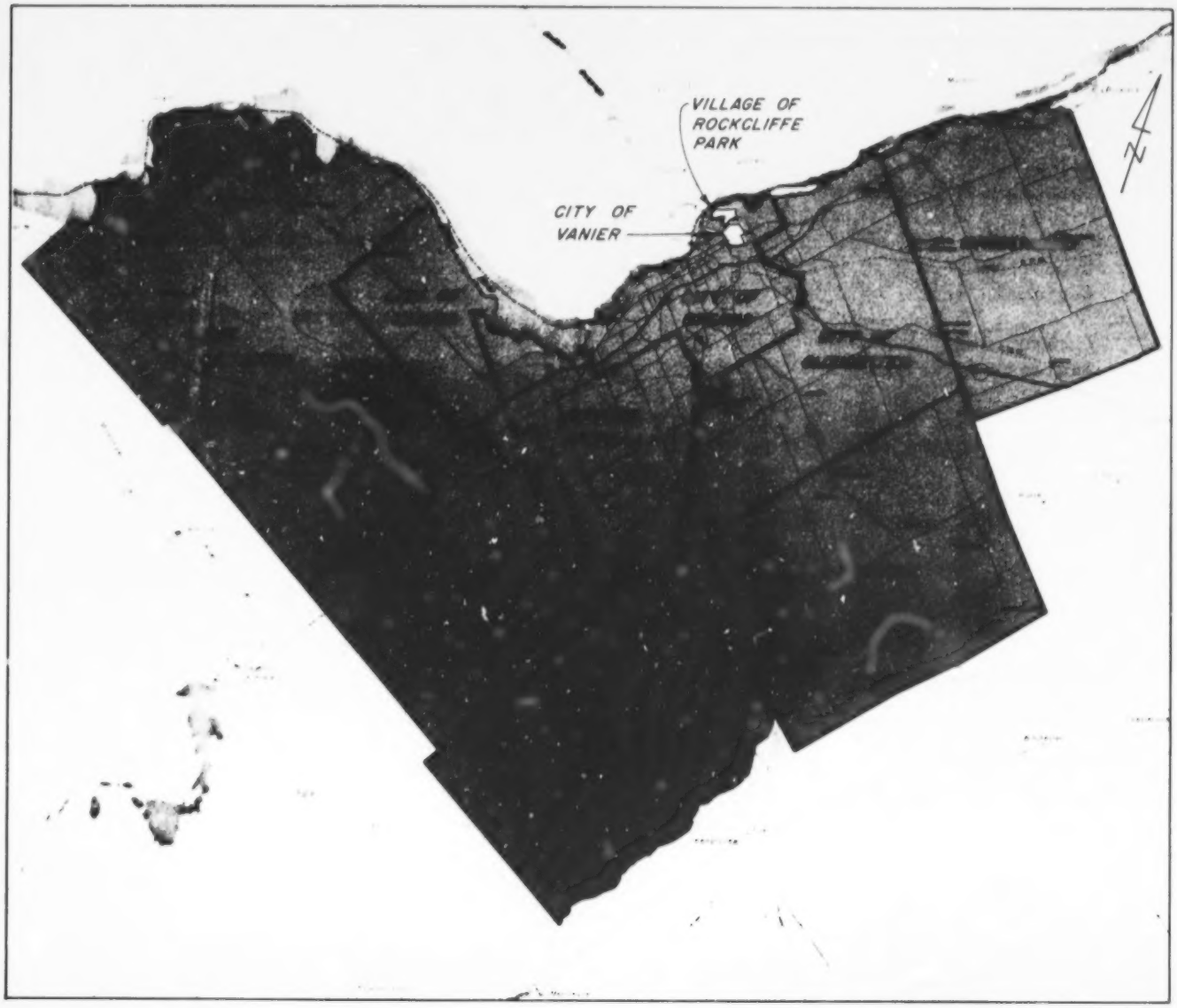
Wright J.M.
Planning Commissioner

BOARD & COMMISSION HEADS

Bonsall J.A.
General Manager
OC Transpo

Corber Dr. S.J.
Medical Officer of Health

McCabe G.E.
General Manager
Canada's Capital
Congress Centre


VILLAGE OF
ROCKCLIFFE
PARK
CITY OF
VANIER

THE REGIONAL MUNICIPALITY OF OTTAWA-CARLETON

The Regional Municipality of Ottawa-Carleton ("The Region") was established on January 1, 1969 under authority of the Regional Municipality of Ottawa-Carleton Act, R.S.O. 1980, C. 439. The governing body of the Region is the Regional Council which consists of 33 members including its Chairman, who is elected by Regional Council and is the chief executive officer of the Region.

The Region has a population of 569,747 (1983) and consists of eleven area municipalities which are represented on Regional Council as follows:

Area Municipality	1983 Population	Council Representative	Estimated Share of 1984 Levies - %
City of Ottawa	304,392	16	67.1
City of Nepean	86,852	4	13.1
City of Gloucester	78,161	3	9.1
City of Kanata	21,581	1	3.5
City of Vanier	18,834	2	1.7
Township of Cumberland	18,363	1	1.7
Township of West Carleton	10,183	1	1.0
Township of Osgoode	9,836	1	0.7
Township of Goulbourn	10,015	1	0.8
Township of Rideau	9,289	1	0.7
Village of Rockcliffe Park	2,241	1	0.6
	569,747	32	100.0

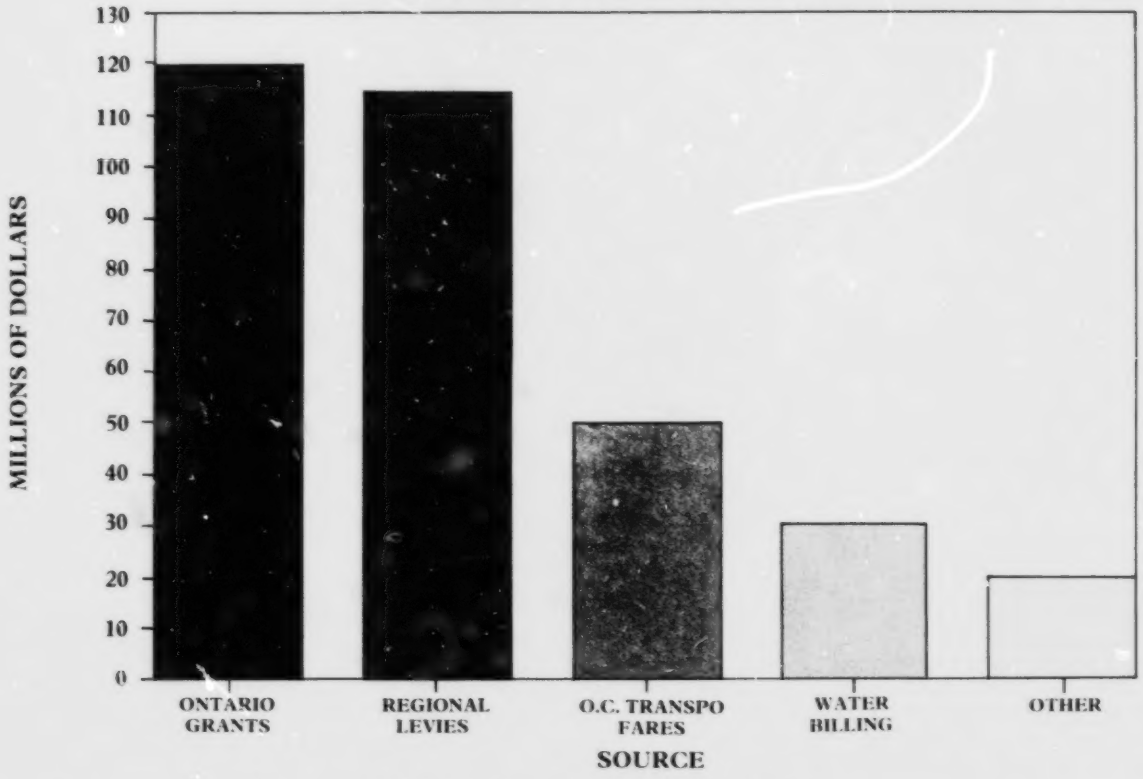
Consistent with the broad objectives of regional governments generally, the Region is responsible for matters that are of common interest to the area municipalities and can be most efficiently administered by this upper-tier body. The responsibilities of the Region include:

- arterial and collector roads
- water filtration and distribution
- sanitary sewage collection and treatment and solid waste disposal
- health and social services including grants to hospitals, preventative health care, welfare, day care, and homes for the aged
- region-wide planning
- tourism and industrial and commercial development
- public transit including transitways and OC Transpo bus operations

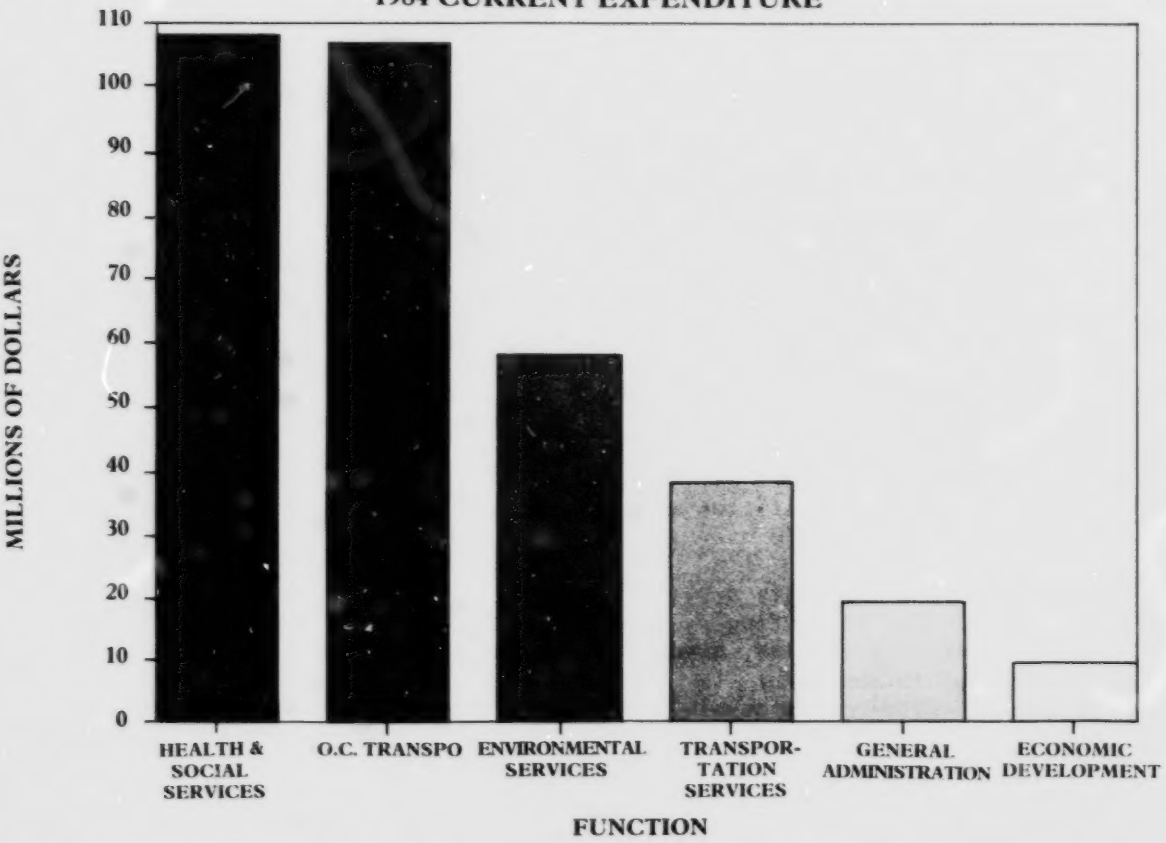
The eleven area municipalities within the Region administer the bulk of local services, such as:

- recreation and community services
- fire and police protection
- local streets, sidewalks, sewers and street lighting
- garbage collection
- community planning and development
- tax collection for the area municipalities, the Region and school boards.

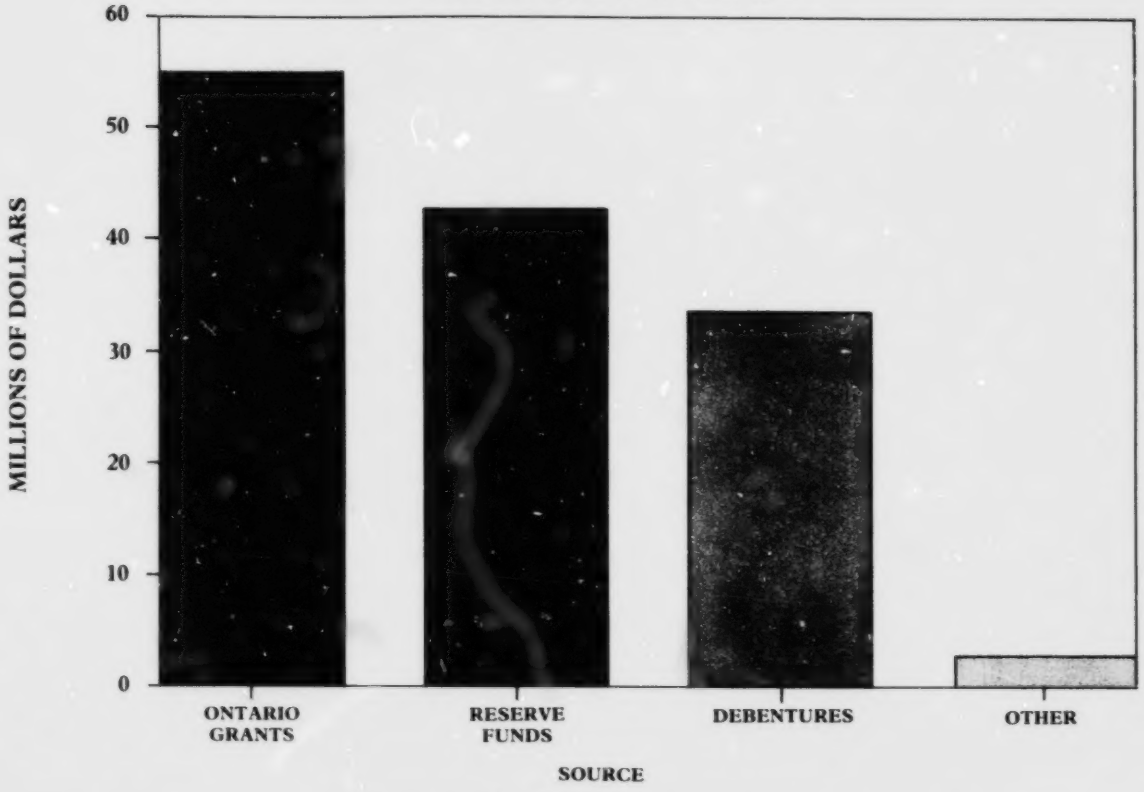
1984 CURRENT REVENUE



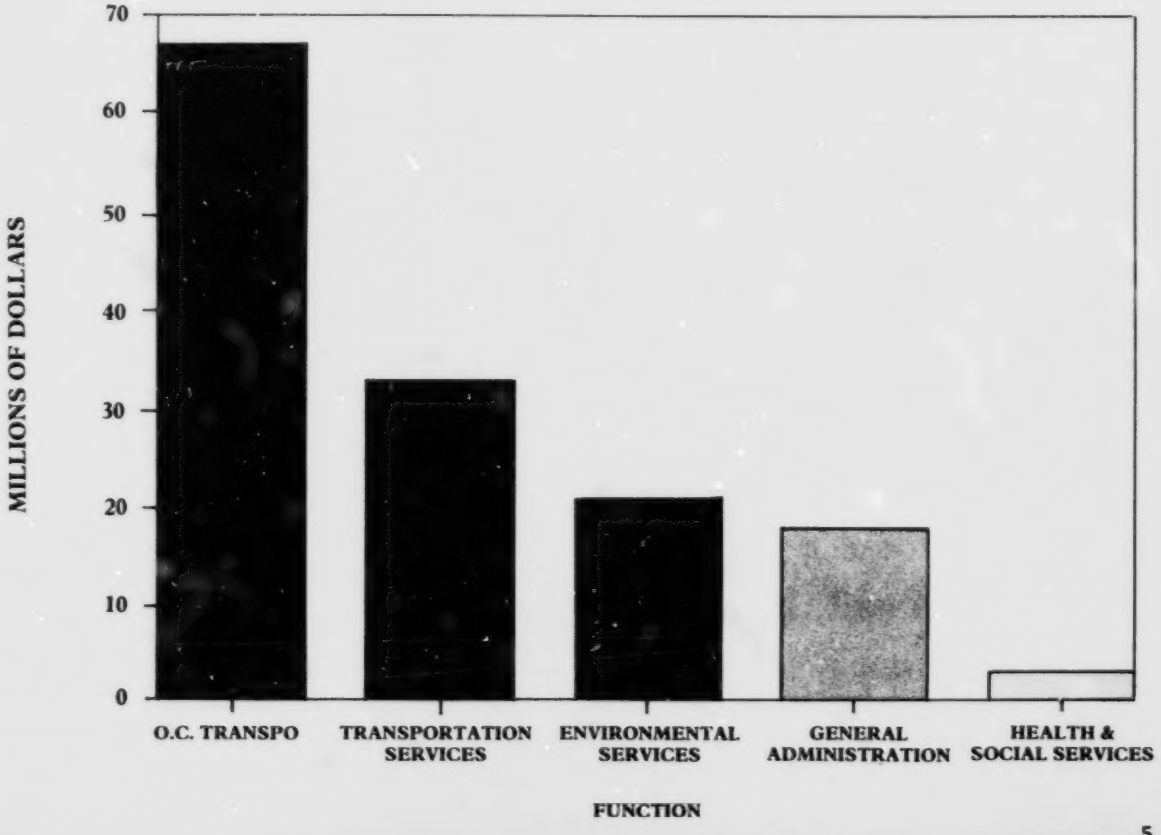
1984 CURRENT EXPENDITURE



1984 CAPITAL FINANCING



1984 CAPITAL EXPENDITURE



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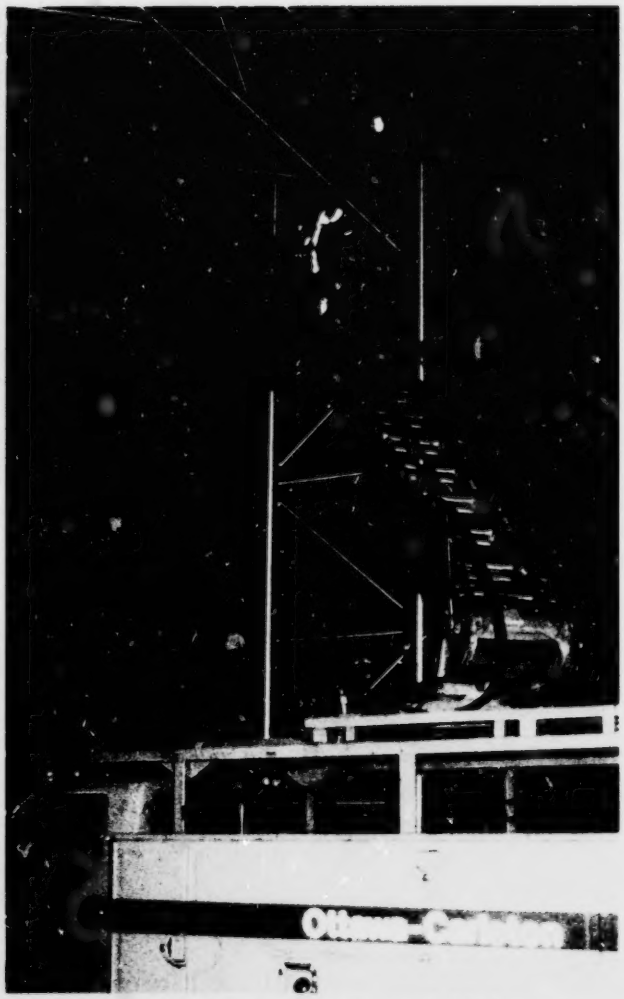
Current Budget



Counter Clockwise: Traffic Control Maintenance / Patterson Creek / Bradford House Home for the Aged / Transportation Technical Services / O.C. Transpo Articulated Bus

CURRENT BUDGET

Presentation

The Current Budget presented herein contains the revenues and expenditures of the General Fund of the Region, Regional Water Supply System, Regional Sewer System, Public Transit System (including the Ottawa-Carleton Regional Transit Commission), Canada's Capital Congress Centre and the Ottawa-Carleton Regional Area Health Unit. The Summary of Current Expenditure and Revenue outlines the functional categories of expenditure and the major sources of revenue. A further analysis of current expenditures within each function and an analysis of current revenue by source are included to provide further details of the budget data.

1984 Current Budget Guidelines

Regional Council on October 12, 1983 adopted a number of general guidelines to be used by departments in the preparation of the 1984 estimates. The guidelines were formulated in such a way as to restrict departments and agencies to specific dollar allocations and to thereby quantify the resulting impact on Regional levies. The net impact on ratepayers, on the basis of those guidelines, was a 12.1% increase over 1983.

1984 Current Budget

The 1984 Current Budget provides for total operating expenditures of $338.8 million. After deducting Provincial subsidies and grants, revenues from the sale of water, OC Transpo fares, etc., the net expenditures to be met by levies on the eleven area municipalities amount to $115.2 million. This represents an increase of 12.8% over 1983 after deducting the estimated assessment growth of 3%.

The following table summarizes, by fund, the 1984 Current Budget and the percentage increase over 1983.

Summary of 1984 Current Budget

	Expenditure		Revenue		Levy	
	$000	% Inc.	$000	% Inc.	$000	% Inc.
General Fund	177,457	13.4	108,753	13.8	69,859	15.6
Water System	35,181	2.4	35,181	2.4	-	-
Sewer System	19,067	20.0	4,278	109.7	14,864	7.9
Transit Fund	107,080	17.9	76,982	15.1	30,462	20.6
	338,785	13.2	225,194	13.3	115,185	15.8
Less Assessment Growth						3.0
NET IMPACT ON RATEPAYERS						12.8

Apart from normal inflation, three main factors contribute to the 12.8% net levy increase, namely: the expansion of the EDP Branch into an Information Systems Office, projected increased demand for welfare assistance and increased financing costs to support the Region's capital programs.

Regional Council has adopted a proposal to expand the present EDP Branch to an Information Systems Office and implement a "Long Range Information Systems Plan" at an additional cost of $1.1 million in 1984. This figure includes the rental of a new central computer, cost of consultants, and an expansion of the staff complement from 15 to 33 employees.

Social and Family Service costs are budgeted to increase by $3.8 million or 18.9% net on the basis of a forecasted 8% increase in welfare caseload, a 5% increase in welfare rates and an increased demand for other types of welfare assistance.

The 1984 budget provides for a continuation towards a total pay-as-you-go approach for the financing of capital projects. The 1984 contributions to the Capital Reserve Funds amount to $20.5 million, representing an increase of $7.2 million over the amount budgeted in 1983. While it is recognized that the increased contributions are substantial, the contributions are based upon the projected level of capital expenditures as estimated by the departments for the next ten years and continued movement towards fully pay-as-you-go by the year 1992.

The adopted budget for the Water Supply System includes a 6.5% increase in the water rate effective April 1, 1984 and a 5% increase in the fire supply charge effective January 1, 1984. The Sewer System provides for an increase in the sewer surcharge from 5% to 15% of water billings, effective April 1, 1984.

Other budget highlights are: the current budget provides for a 5% total increase for salaries and wages in compliance with the Provincial guidelines; Council adopted a policy that, in order to even out the impact of winter maintenance costs, the annual budget for winter maintenance be based on the average annual expenditures with an inflation factor, and any savings or overruns be transferred to or from the Winter Control Reserve Fund; and the Provincial road subsidy allocation for both current operations and capital projects amounts to $19.4 million representing an increase of only 4.2% over 1983.

SUMMARY OF CURRENT EXPENDITURE AND REVENUE — ($000)

	Actual 1983	Budget 1984	Forecast 1985
EXPENDITURE			
General Administration	14,192	18,683	19,545
Transportation Services			
Arterial Roads	39,777	38,921	43,954
Transit	92,498	107,080	129,644
Health Services	13,671	14,565	14,382
Social and Family Services	79,223	94,091	103,531
Environmental Services			
Waterworks System	34,358	35,181	36,909
Sanitary Sewer System	15,887	19,067	21,596
Environmental Development	3,787	3,829	3,552
Economic Development	5,784	7,368	9,199
	299,177	**338,785**	**382,312**
REVENUE			
Regional Levies	99,483	115,185	126,411
Water Billings (includes Fire Supply Charges)	30,343	32,100	33,705
Sewer Surcharge	924	3,174	5,079
Ontario Grants	103,126	119,786	138,191
Canada Grants	924	606	553
OC Transpo Fares etc.	45,280	50,555	55,200
Fees, Fares and Service Charges	10,187	10,991	11,620
Other Revenue	7,898	7,982	11,553
	298,165	**340,379**	**382,312**
ACCUMULATED SURPLUS			
At the beginning of the year	(582)	(1,594)	-
Surplus (Deficit) for year	(1,012)	1,594	-
	(1,594)	**-**	**-**
Deficit Analyzed as follows:			
Sewer Fund	(75)		
Transit Fund	(364)		
Congress Centre	(1,155)		
	(1,594)		

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
GENERAL ADMINISTRATION				
Legislative	**572**	606	5.9	**637**
General Administrative				
Chairman's Office	211	248	17.5	255
Commissioner of Admin. Services	192	164	(14.6)	182
Regional Clerk	1,101	1,172	6.4	1,207
Legal	1,340	1,542	15.1	1,718
Personnel	1,040	1,317	26.6	1,333
Information Systems Office	416	1,006	141.8	1,288
Finance	1,503	1,654	10.0	1,700
Audit Services	297	431	45.1	461
E.M.O.	145	248	71.0	189
Planning	2,043	2,219	8.6	2,450
Boards and Committees	7	16	128.6	17
	8,295	10,017	20.7	**10,800**
Fiscal Services				
Debt Charges	15	15	-	15
Other Fiscal Services	2,859	4,072	42.4	3,917
Capital Reserve Fund	105	105	-	105
Remissions	572	580	1.4	580
	3,551	4,772	34.4	**4,617**
Buildings				
Operating Expenditure after Recoveries	59	(62)	(105.1)	(1,352)
Debt Charges	227	1,300	472.7	2,926
	286	1,238	332.9	**1,574**
Other				
Purchasing Services	222	219	(1.4)	172
Insurance	86	88	2.3	89
General Grants	786	802	2.0	867
Carleton County Gaol	94	-	(100.0)	-
C.O.E.D. Program	132	105	(20.5)	-
Sundry and Unforeseen	168	836	397.6	789
	1,488	2,050	37.7	**1,917**
TOTAL - GENERAL ADMINISTRATION	**14,192**	18,683	31.6	**19,545**

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
TRANSPORTATION SERVICES				
Regional Roads				
Common Services				
Administration	**1,745**	1,854	6.2	**1,986**
Roadways				
Administration	231	256	10.8	280
Summer Maintenance	7,531	8,509	13.0	8,589
Traffic Signs and Pavement Markings	1,925	2,097	8.9	2,392
Signals and Communications	2,272	2,571	13.2	2,694
Operational Studies	1,041	1,140	9.5	1,150
Debt Charges	7,938	9,148	15.2	10,888
Capital Reserve Fund	6,201	2,056	(66.8)	4,370
Other	220	332	50.9	53
	27,359	26,109	(4.6)	**30,416**
Winter Control				
Winter Maintenance	**7,102**	6,854	(3.5)	**7,254**
Planning, Design and Construction				
Transportation Planning	1,479	1,511	2.2	1,630
Design and Construction	2,092	2,593	23.9	2,668
	3,571	4,104	14.9	**4,298**
TOTAL - REGIONAL ROADS	**39,777**	38,921	(2.2)	**43,954**
Public Transit				
OC Transpo	83,710	95,425	14.0	114,630
Senior Citizens Passes	1,219	1,200	(1.6)	1,300
Debt Charges	2,215	3,711	67.1	5,652
Capital Reserve Fund	3,350	4,500	34.3	6,500
Remissions	252	246	(2.4)	246
Other Fiscal Services	1,726	1,970	14.1	1,300
Other	26	35	34.6	16
TOTAL - PUBLIC TRANSIT	**92,498**	107,080	15.8	**129,644**

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
HEALTH SERVICES				
Regional Health Unit				
Public Health Services	**8,373**	9,320	11.3	**9,160**
Hospitals				
Grants	459	459	-	460
Debt Charges	2,910	2,857	(1.8)	2,834
Capital Reserve Fund	1,929	1,929	-	1,928
	5,298	5,245	(1.0)	**5,222**
TOTAL - HEALTH SERVICES	**13,671**	14,565	6.5	**14,382**

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
SOCIAL AND FAMILY SERVICES				
General Assistance				
Administration	2,646	3,131	18.3	3,320
Support Services	7,328	8,091	10.4	8,859
General Assistance	28,849	36,337	26.0	42,096
Special Assistance	3,286	3,455	5.1	4,051
Supplementary Aid	1,628	1,905	17.0	2,241
100% Provincial	1,059	1,313	24.0	1,446
Rent Supplement	2,548	3,333	30.8	3,284
Christmas Supplement	334	448	34.1	487
Back-to-School Allowance	278	186	(33.1)	201
Work Activity Projects	363	420	15.7	474
Other	1,040	2,342	125.2	1,502
Grants	405	425	5.2	448
	49,764	61,387	23.4	**68,409**
Homemakers and Nurses Services				
Homemakers Services	1,581	1,711	8.2	1,848
Nurses Services	28	48	71.4	51
	1,609	1,759	9.3	**1,899**
Assistance to Aged Persons				
Homes for the Aged	13,180	14,992	13.7	16,159
Debt Charges	220	133	(39.5)	134
Capital Reserve Fund	197	203	3.0	225
	13,597	15,328	12.7	**16,518**
Assistance to Children				
Day Nurseries	10,907	12,063	10.6	12,956
Children's Aid Society	3,219	3,424	6.4	3,595
Voluntary Children's Services	110	130	18.2	154
Juvenile Delinquents	17	-	(100.0)	-
	14,253	15,617	9.6	**16,705**
TOTAL - SOCIAL AND FAMILY SERVICES	**79,223**	94,091	18.8	**103,531**

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
ENVIRONMENTAL SERVICES				
Waterworks System				
Administration	1,517	1,934	27.5	2,233
Filtration Plants	4,442	4,802	8.1	5,120
Services and Supplies	1,899	2,071	9.1	2,158
Operations Supervision	697	734	5.3	773
Mains, Valves and Chambers	2,634	2,661	1.0	2,853
Fire Hydrants	912	1,059	16.1	1,237
Water Services	1,928	2,308	19.7	2,503
Meter Maintenance	526	874	66.2	935
Buildings and Grounds	118	152	28.8	162
New Services	600	325	(45.8)	348
Meter Reading	1,005	1,168	16.2	1,190
Debt Charges	7,625	6,794	(10.9)	6,728
Capital Reserve Fund	8,726	8,169	(6.4)	8,781
Remissions	21	36	71.4	36
Other Fiscal Services	1,708	2,094	22.6	1,852
Total - Waterworks System	**34,358**	**35,181**	**2.4**	**36,909**
Sanitary Sewer System				
Administration	1,435	1,712	19.3	1,886
Pollution Investigation	447	469	4.9	494
Surveys and Inspections	375	424	13.1	450
Sewer Maintenance	355	435	22.5	458
Pumping Stations	145	161	11.0	162
Sewage Treatment Plants	5,378	5,895	9.6	6,580
Debt Charges	4,735	4,776	0.9	4,712
Capital Reserve Fund	1,701	3,700	117.5	5,500
Remissions	89	88	(1.1)	88
Other Fiscal Services	1,227	1,407	14.7	1,266
Total - Sanitary Sewer System	**15,887**	**19,067**	**20.0**	**21,596**
Environmental Development				
Landfill Sites	710	750	5.6	779
Debt Charges	323	334	3.4	333
Other Fiscal Services	441	416	(5.7)	421
Conservation Authorities	1,675	992	(40.8)	956
Environmental Areas	31	34	9.7	37
Debt Charges	211	743	252.1	726
Capital Reserve Fund	396	560	41.4	300
Total - Environmental Development	**3,787**	**3,829**	**1.1**	**3,552**
TOTAL - ENVIRONMENTAL SERVICES	**54,032**	**58,007**	**7.5**	**62,057**

CURRENT EXPENDITURE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
ECONOMIC DEVELOPMENT				
Canada's Capital Congress Centre				
Operations	1,527	2,394	56.8	4,371
Capital Reserve Fund	700	1,196	70.8	-
Debt Charges	2,128	2,034	(4.4)	3,238
	4,355	5,624	29.1	**7,609**
Commercial and Industrial Development Corporation	**592**	757	27.9	**658**
Canada's Capital Visitors and Convention Bureau	**837**	987	17.9	**932**
TOTAL - ECONOMIC DEVELOPMENT	**5,784**	7,368	27.4	**9,199**

CURRENT REVENUE DETAILS — ($000)

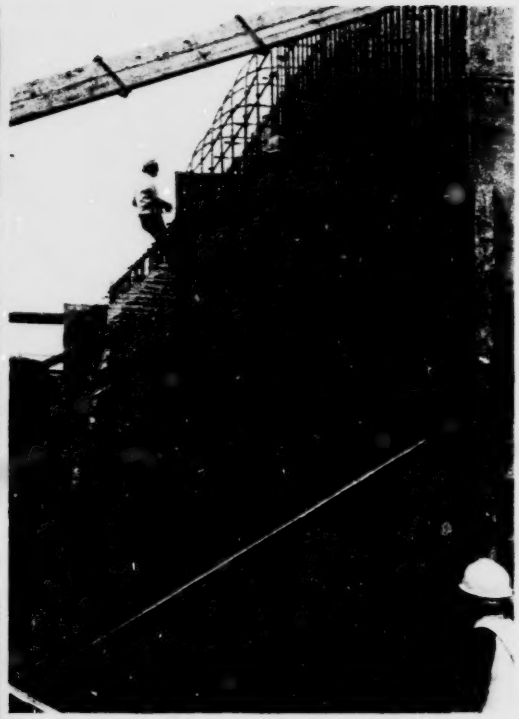
	Actual 1983	Budget 1984	Variance %	Forecast 1985
GENERAL ADMINISTRATION				
Ontario Grants	199	296	48.7	148
Canada Grants	59	42	(28.8)	-
Fees and Service Charges	64	74	15.6	77
Other Revenue	2,814	2,201	(21.8)	2,327
	3,136	2,613	(16.7)	**2,552**
TRANSPORTATION SERVICES				
Ontario Grants	28,699	33,127	15.4	43,738
Canada Grants	734	555	(24.4)	553
OC Transpo Fares	45,280	50,555	11.6	55,200
Fees and Service Charges	1,359	1,370	0.8	1,459
Other Revenue	1,005	1,298	29.2	4,521
	77,077	86,905	12.8	**105,471**
HEALTH SERVICES				
Ontario Grants	6,145	6,694	8.9	6,561
Canada Grants	39	-	(100.0)	-
Fees And Service Charges	19	20	5.3	20
Other Revenue	177	359	102.8	378
	6,380	7,073	10.9	**6,959**
SOCIAL AND FAMILY SERVICES				
Ontario Grants	51,538	62,167	20.6	69,030
Canada Grants	13	9	(30.8)	-
Fees And Service Charges	7,594	8,027	5.7	8,531
Other Revenue	100	134	34.0	28
	59,245	70,337	18.7	**77,589**
ENVIRONMENTAL SERVICES				
Water Supply				
Ontario Grants	52	30	(42.3)	-
Canada Grants	52	-	(100.0)	-
Water Billing (Including Fire Supply Charges)	30,343	32,100	5.8	33,705
Other Revenue	2,262	1,240	(45.2)	1,251
	32,709	33,370	2.0	**34,956**

CURRENT REVENUE DETAILS — ($000)

	Actual 1983	Budget 1984	Variance %	Forecast 1985
ENVIRONMENTAL SERVICES (cont'd)				
Sewer System				
Ontario Grants	27	24	(11.1)	-
Canada Grants	27	-	(100.0)	-
Sewer Surcharge	924	3,174	243.5	5,079
Other Revenue	264	177	(33.0)	177
	1,242	3,375	171.7	**5,256**
Environmental Development				
Landfill Sites	1,151	1,500	30.3	1,533
Conservation Authorities	904	180	(80.1)	-
Congress Centre	372	2,393	543.3	2,871
	2,427	4,073	67.8	**4,404**
ONTARIO UNCONDITIONAL GRANTS				
Unconditional Grant	6,287	6,300	0.2	6,350
Resource Equalization Grant	2,978	2,980	0.1	2,980
General Support Grant	7,201	8,168	13.4	9,384
	16,466	17,448	6.0	**18,714**
REGIONAL LEVIES				
General Levy	60,456	69,859	15.6	76,710
Sewer Levy	13,772	14,864	7.9	15,244
Transit Levy	25,255	30,462	20.6	34,457
	99,483	115,185	15.8	**126,411**
TOTAL - CURRENT REVENUE	**298,165**	340,379	14.2	**382,312**

METROPOLITAN
TORONTO
CENTRAL
LIBRARY
Main Floor Reference

Capital Budget



Counter Clockwise: Transitway Construction / Median Upgrading / Storm Sewer Construction / Roadway Construction / Rideau Street Transit Mall

CAPITAL BUDGET

Presentation

The Capital Budget section contains schedules which outline by major functions a Summary of the Capital Expenditure and Funding Budget for the year 1984 followed by details by class of work and sources of funding.

1984 Capital Budget

The 1984 Capital Budget provides for capital expenditures totalling $142.2 million. Financing for these expenditures are budgeted to come from Provincial subsidies and other revenues $57.9 million, long term debenture borrowing $40.9 million, contribution from the Revenue Fund $10.9 million, and the balance of $32.5 million from the Capital Reserve Funds.

The level of contribution from the Capital Reserve Funds at $32.5 million (1983 Budget $21.6 million) reflects a continuation towards a total pay-as-you-go approach for the financing of net capital requirements. Of the $40.9 million debenture requirement, $17.2 million is required for the Regional Headquarters and 495 Richmond Road Buildings and $8.8 million for Transitway construction.

Ten Year Capital Authority Forecast

The forecasted new capital authority for the ten years 1984-1993 amounts to $1065.1 million after applying an inflation factor of 8% per annum. It is worthy to note that of the $568.6 million net financing requirement, it is forecasted that $452.4 million will be financed from the Capital Reserve Funds and by comparison $116.2 million by debentures. Further, approximately one-half of the debenture requirement, $53.5 million, is required for the Regional Headquarters and Homes for the Aged buildings.

On the basis of this forecast as prepared by the Departments, no new debenture authorities will be required as of 1992 when the Region will achieve its total pay-as-you-go approach to capital financing.

Pay-As-You-Go

As stated earlier, the Region is working towards a total pay-as-you-go approach for the financing of capital projects. On the basis of the Ten Year Capital Authority Forecast as prepared by the departments, the Water System is already on a pay-as-you-go basis, the Transit Fund will achieve pay-as-you-go by the year 1985, the Sewer System by 1990 and the General Fund by 1992.

In order to achieve this, it is forecasted that annual contributions to the Capital Reserve Funds will increase from $20.5 million in 1984 to an estimated $61.3 million by the year 1993. The combined annual charge against the current budget for long term debt charges and contributions to the Capital Reserve Funds is forecasted to increase from $53.1 million in 1984 to approximately $109.1 million by the year 1990, and thereafter, remaining somewhat constant to 1993. (See graph on page 36).

However, as a result of this policy approach, the Funded and Unfunded Debt of the Region is forecasted to increase marginally from $240.0 million in 1984 to $247.4 million by the year 1987, and thereafter, substantially reduced to $111.0 million by the year 1993. (See graph on page 39).

SUMMARY OF CAPITAL EXPENDITURE AND FUNDING — ($000)

	Actual 1983	Budget 1984	Forecast 1985
CAPITAL EXPENDITURE			
General Administration	2,079	17,521	5,238
Transportation Services	66,241	100,428	95,159
Health Services	1,961	2,062	1,929
Social and Family Services	861	1,044	2,054
Environmental Services	9,868	20,769	23,592
Economic Development	13,775	337	-
TOTAL - CAPITAL EXPENDITURE	**94,785**	142,161	**127,972**
Transfer to Revenue Fund	5	-	-
	94,790	142,161	**127,972**
CAPITAL FUNDING			
Contributions from Revenue Fund	5,299	10,900	23,464
Contributions from Reserve Funds	15,159	32,526	29,853
Ontario Grants	51,870	54,771	48,735
Long Term Liabilities	20,581	34,000	25,000
Other	2,208	3,076	7,047
TOTAL - CAPITAL FUNDING	**95,117**	135,273	**134,099**
UNFINANCED CAPITAL			
At the beginning of the year	4,776	4,449	11,337
Excess of expenditure over financing for year	(327)	6,888	(6,127)
	4,449	11,337	**5,210**

CAPITAL EXPENDITURE DETAILS —($000)

	Actual 1983	Budget 1984	Forecast 1985
GENERAL ADMINISTRATION			
Office Buildings	1,441	17,189	5,000
Studies	70	105	105
Minor Capital	568	227	133
	2,079	17,521	**5,238**
TRANSPORTATION SERVICES			
Regional Roads			
Arterial Roads	18,020	27,356	29,671
Snow Disposal Facilities	77	3,235	-
Vehicles and Equipment	252	560	905
Traffic Control Devices	658	962	45
Regional Bikeways	-	-	725
Minor Capital	200	909	574
	19,207	33,022	31,920
Public Transit			
Transitway Construction	43,252	58,476	41,184
OC Transpo	3,782	8,930	22,055
	47,034	67,406	63,239
TOTAL - TRANSPORTATION SERVICES	**66,241**	100,428	**95,159**
HEALTH SERVICES			
Hospitals	1,929	1,929	1,929
Minor Capital	32	133	-
	1,961	2,062	**1,929**
SOCIAL AND FAMILY SERVICES			
Institutional Buildings	591	485	1,685
Bridges	-	200	-
Minor Capital	270	359	369
	861	1,044	**2,054**

CAPITAL EXPENDITURE DETAILS —($000)

	Actual 1983	Budget 1984	Forecast 1985
ENVIRONMENTAL SERVICES			
Water Supply System			
Water Storage Tanks	590	900	-
Water Filtration and Pumping	1,159	3,958	6,450
Watermains	1,765	6,273	3,170
Vehicles and Equipment	-	500	285
Minor Capital	540	127	102
	4,054	11,758	10,007
Sewer System			
Storm Sewers	339	323	514
Studies	66	-	-
Sewers and Pumping Stations	1,218	690	5,000
Pollution Control Plants	814	2,945	5,735
Vehicles and Equipment	-	57	155
Minor Capital	198	215	231
	2,635	4,230	11,635
Environmental Development			
Environmental Resources Areas Acquisition Program	2,766	2,960	1,000
Landfill Works	23	70	-
Studies	64	20	-
Workshops	326	1,720	950
Vehicle and Equipment	-	11	-
	3,179	4,781	1,950
TOTAL - ENVIRONMENTAL SERVICES	**9,868**	20,769	**23,592**
ECONOMIC DEVELOPMENT			
Congress Centre	**13,775**	337	-
TOTAL CAPITAL EXPENDITURE	**94,785**	142,161	**127,972**

CAPITAL FUNDING DETAILS — ($000)

	Actual 1983	Budget 1984	Forecast 1985
GENERAL ADMINISTRATION			
Contributions from Revenue Fund	212	227	133
Contributions from Reserve Funds	-	105	5,105
Long Term Liabilities	-	9,301	7,888
	212	9,633	**13,126**
TRANSPORTATION SERVICES			
Contributions from Revenue Fund	3,983	9,839	22,629
Contributions from Reserve Funds	7,517	13,406	8,477
Ontario Grants	41,199	54,300	47,584
Long Term Liabilities	13,147	19,807	12,321
Other	1,494	3,076	5,387
	67,340	100,428	**96,398**
HEALTH SERVICES			
Contributions from Revenue Fund	32	133	-
Contributions from Reserve Funds	1,929	1,929	1,929
	1,961	2,062	**1,929**
SOCIAL AND FAMILY SERVICES			
Contributions from Revenue Fund	292	359	369
Contributions from Reserve Funds	330	293	292
Ontario Grants	220	342	843
Long Term Liabilities	5,000	50	550
	5,842	1,044	**2,054**
ENVIRONMENTAL SERVICES			
Contributions from Revenue Fund	780	342	333
Contributions from Reserve Funds	5,383	16,456	14,050
Ontario Grants	756	229	308
Long Term Liabilities	2,434	4,742	4,241
Other	364	-	1,660
	9,717	21,769	**20,592**

CAPITAL FUNDING DETAILS — ($000)

	Actual 1983	Budget 1984	Forecast 1985
ECONOMIC DEVELOPMENT			
Contributions from Reserve Funds	-	337	-
Ontario Grants	9,695	-	-
Other	350	-	-
	10,045	337	-
TOTAL - CAPITAL FUNDING	**95,117**	135,273	**134,099**

10 YEAR SUMMARY OF CAPITAL AUTHORITY FORECAST — ($000)

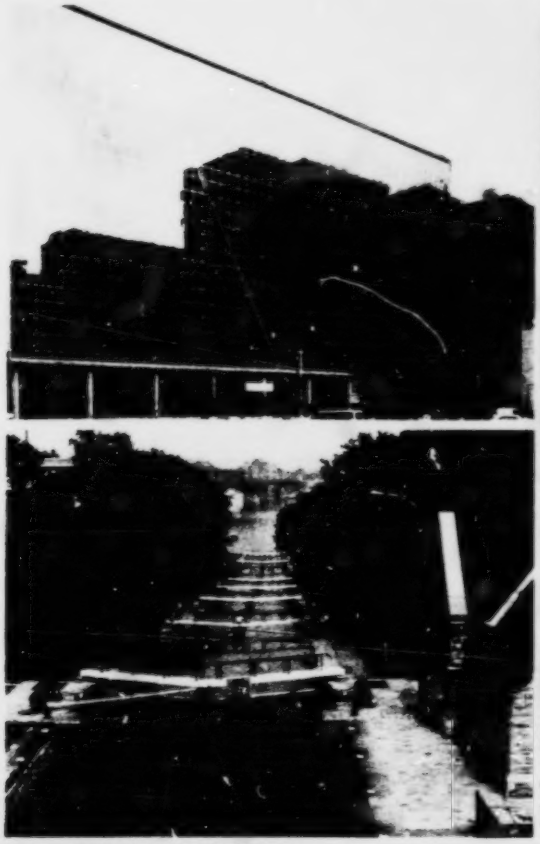
	1984	1985	1986	1987
AUTHORITY				
General Administration	7,616	5,105	10,405	9,165
Transportation Services	106,865	21,305	25,478	38,383
Social and Family Services	505	1,685	10,060	12,203
Environmental Services	11,950	22,209	20,545	24,645
Economic Development	337	-	-	-
1984 Dollars	127,273	30,304	66,488	84,396
TOTAL AUTHORITY - Inflated Dollars at 8% Compounded	**127,273**	**54,328**	**77,524**	**106,339**
REVENUE	72,920	18,723	25,028	40,423
TOTAL NET AUTHORITY	**54,353**	**35,605**	**52,496**	**65,916**
NET FUNDING				
Debentures	27,305	8,932	24,057	28,983
Capital Reserve Funds	26,500	25,767	27,411	35,581
Equipment Reserve Funds	548	906	1,028	1,352
TOTAL FUNDING	**54,353**	**35,605**	**52,496**	**65,916**

OC Transpo and Minor Capital not included

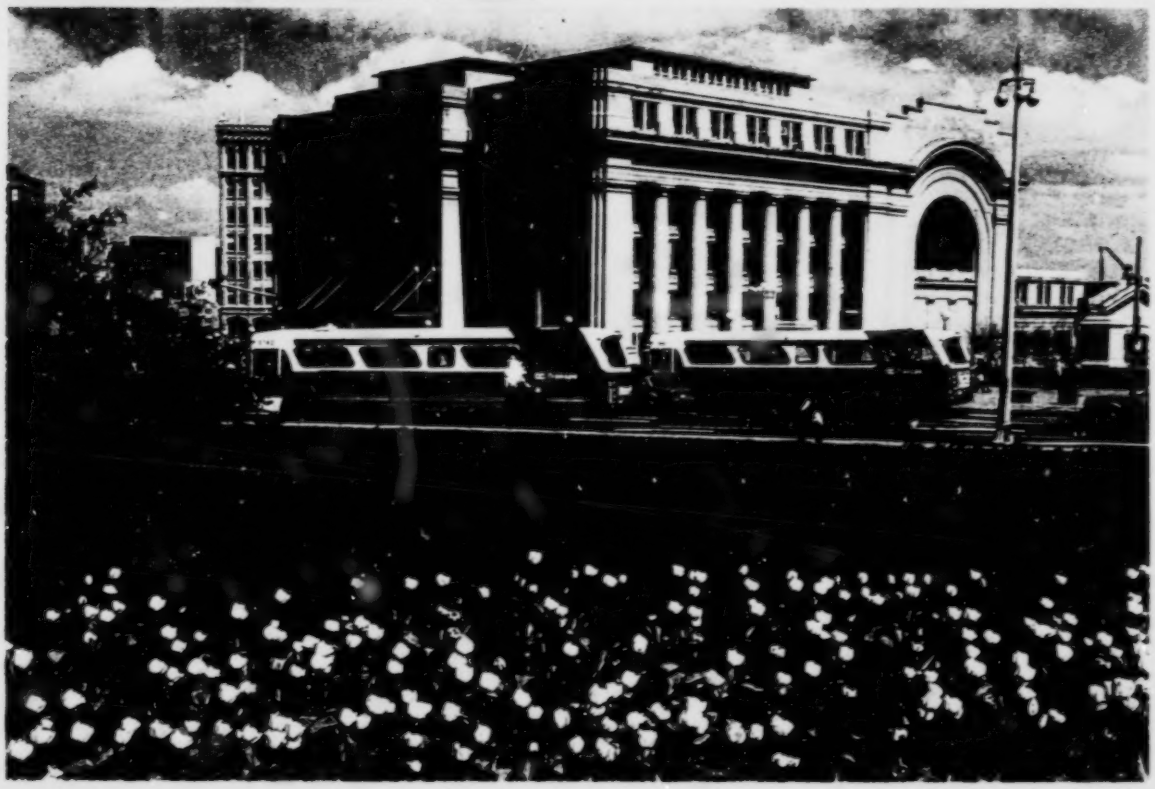
10 YEAR SUMMARY OF CAPITAL AUTHORITY FORECAST — ($000)

1988	1989	1990	1991	1992	1993	Total
105	105	105	105	105	105	32,921
40,261	53,800	52,400	52,350	52,300	54,250	497,392
8,175	4,088	2,282	2,283	-	-	41,281
17,510	22,326	16,991	15,995	14,193	12,359	178,723
-	-	-	-	-	-	337
66,051	80,319	71,778	70,733	66,598	66,714	750,654
89,829	**117,994**	**113,910**	**121,236**	**123,273**	**133,361**	**1,065,067**
39,781	53,463	55,214	59,590	62,194	69,115	496,451
54,048	**64,531**	**58,696**	**61,646**	**61,079**	**64,246**	**568,616**
8,654	12,067	3,399	2,800	-	-	116,197
40,110	50,995	53,710	57,132	59,228	62,246	438,680
1,284	1,469	1,587	1,714	1,851	2,000	13,739
50,048	**64,531**	**58,696**	**61,646**	**61,079**	**64,246**	**568,616**

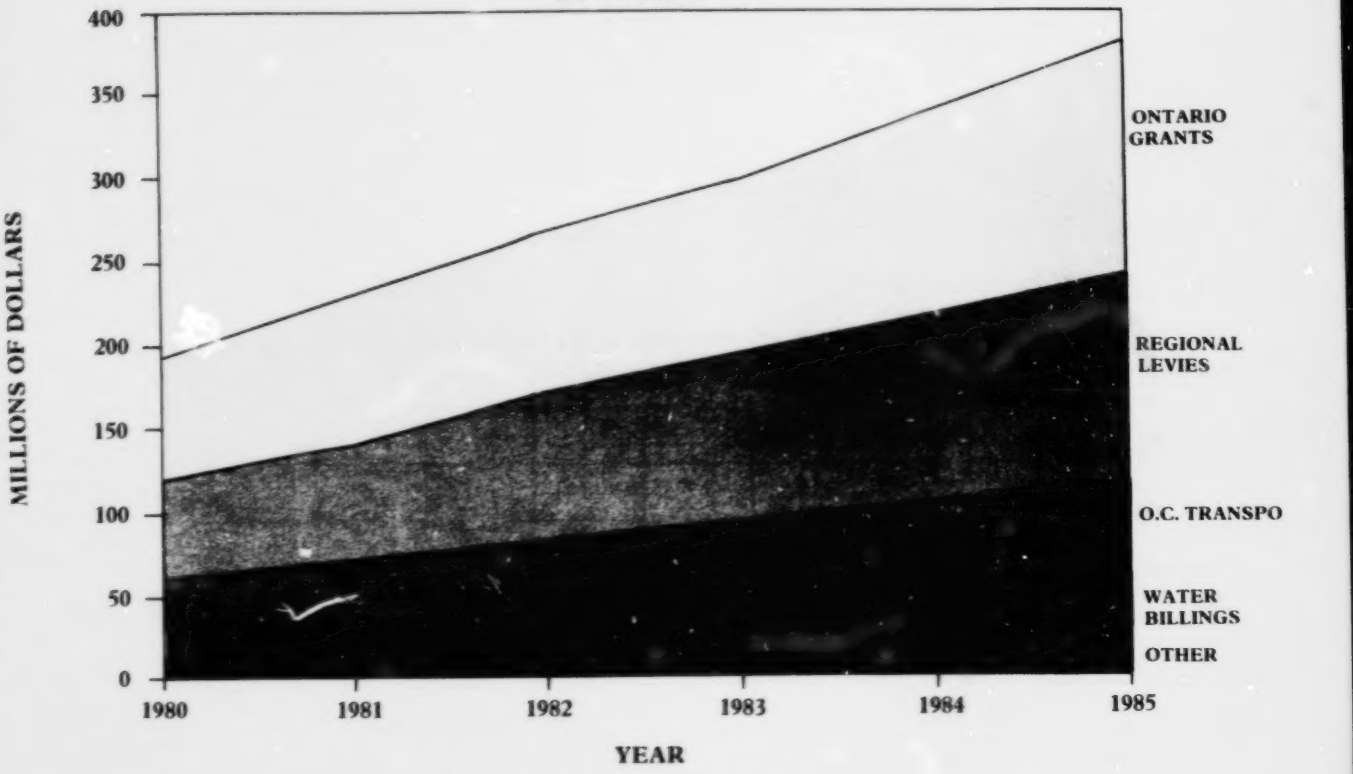
Financial and Other Statistics



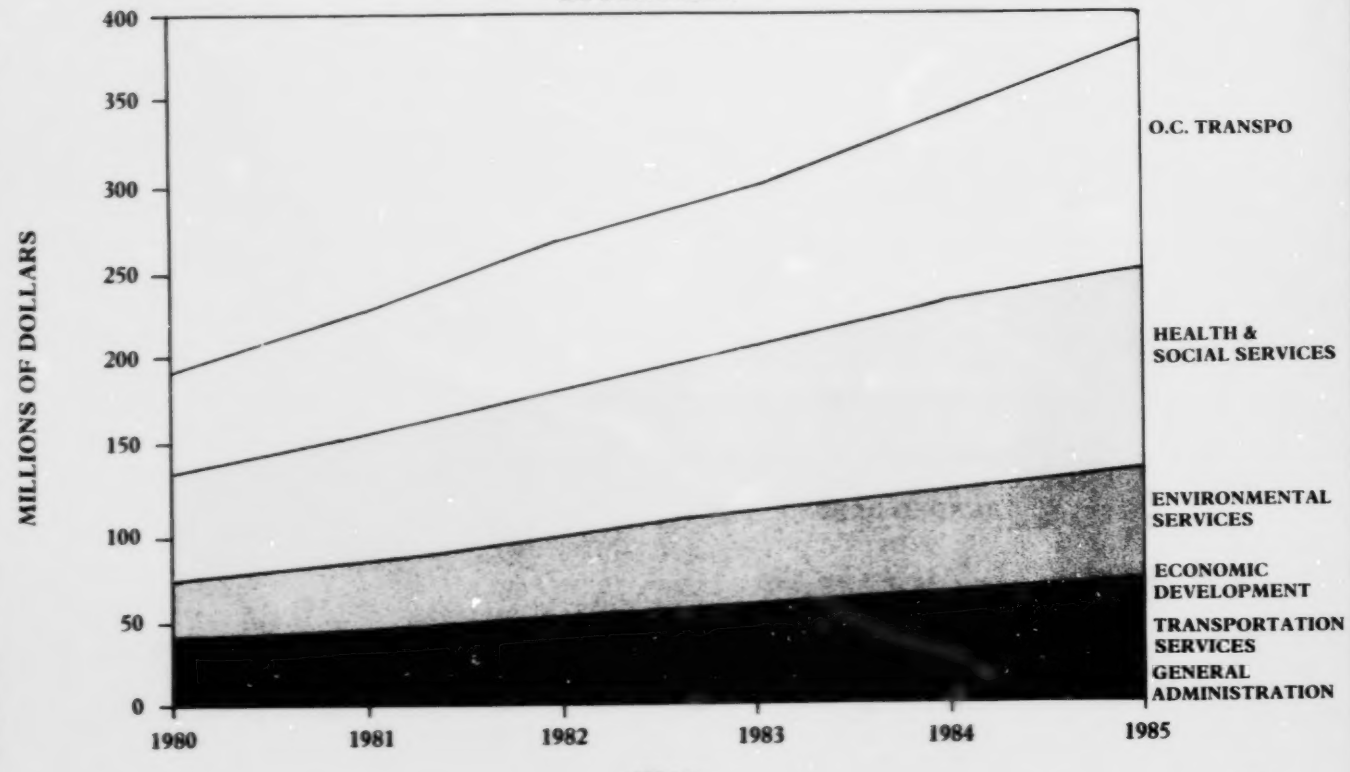
Counter Clockwise: Rideau Canal / C.D. Howe Building / Rideau Canal Locks / Conference Centre



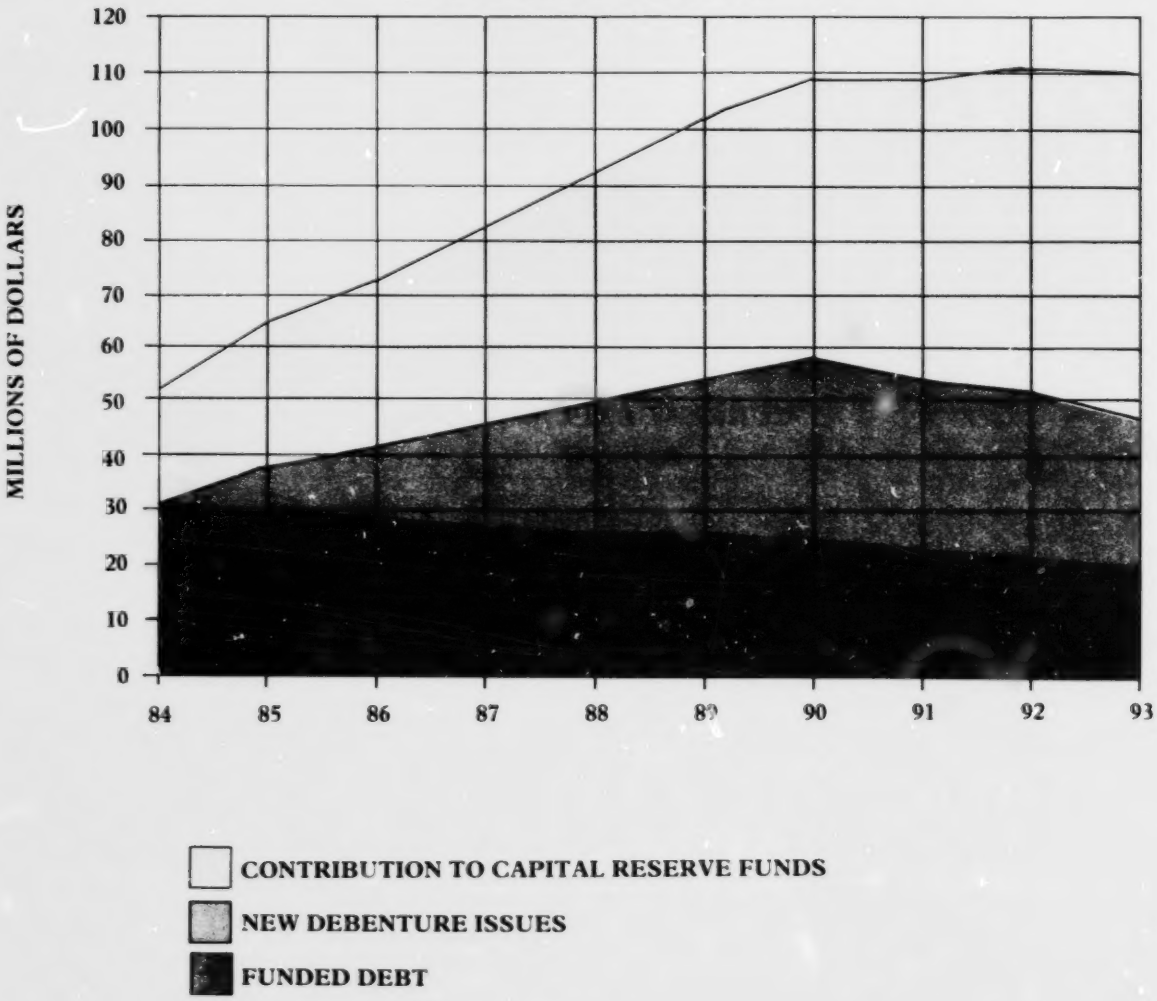
CURRENT REVENUE
BY SOURCE



CURRENT EXPENDITURES
BY FUNCTION



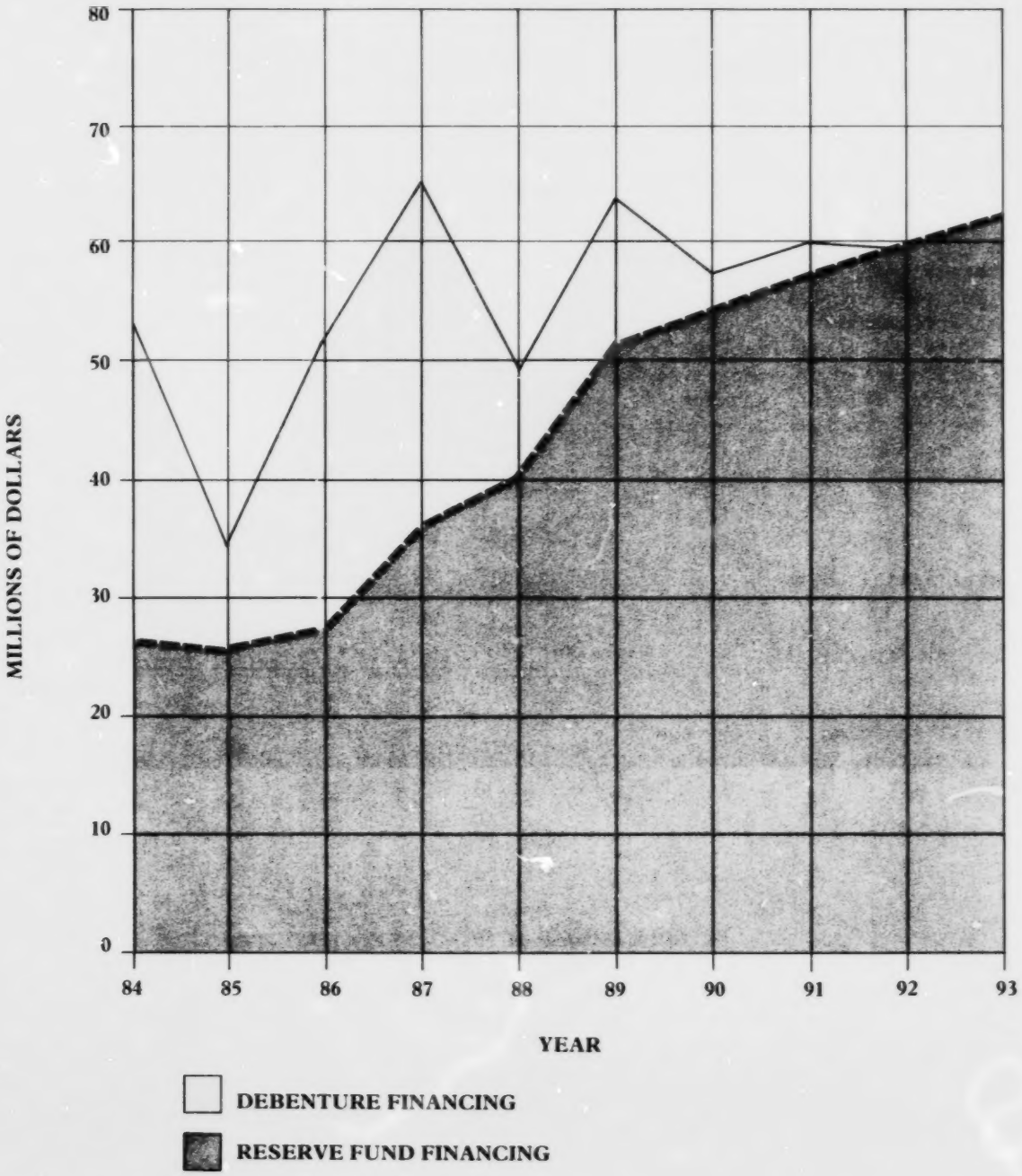
DEBT CHARGES AND CONTRIBUTION TO CAPITAL RESERVE FUND



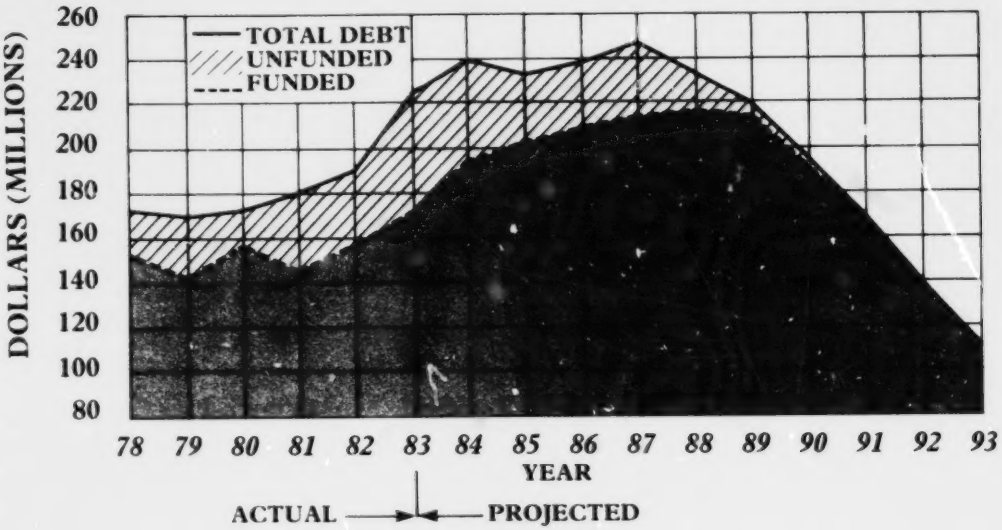
DEBT SERVICE CHARGES AND OTHER FISCAL COSTS — ($000)

	1981	1982	1983	1984	1985
Debt Service Charges and Contribution to Capital Reserve Funds					
Principal and Sinking Fund	10,308	11,001	11,504	12,830	15,389
Interest on Long Term Debt	14,890	14,300	17,045	19,005	22,797
Contribution to Capital Reserve Funds	10,219	16,593	23,304	20,490	26,200
	35,417	**41,894**	**51,853**	**52,325**	**64,386**
Other Fiscal Costs					
Interest on Short Term Borrowings	2,989	3,412	3,460	3,950	3,450
Contribution to Reserves	1,927	3,483	3,685	5,543	6,998
Ottawa & Vanier Hospital Debt	734	474	459	459	460
Cost of Foreign Exchange	1,532	1,933	1,941	2,144	2,025
Cost of New Debentures and Discounts	238	613	399	558	250
Banking Service Charges	84	86	112	122	125
	7,504	**10,001**	**10,056**	**12,776**	**13,308**
Total Fiscal Costs	**42,921**	**51,895**	**61,909**	**65,101**	**77,694**
Current Expenditures	**235,470**	**278,957**	**299,177**	**340,285**	**382,543**
Fiscal Costs as a Percentage of Current Expenditures	**18.2**	**18.6**	**20.7**	**19.1**	**20.3**

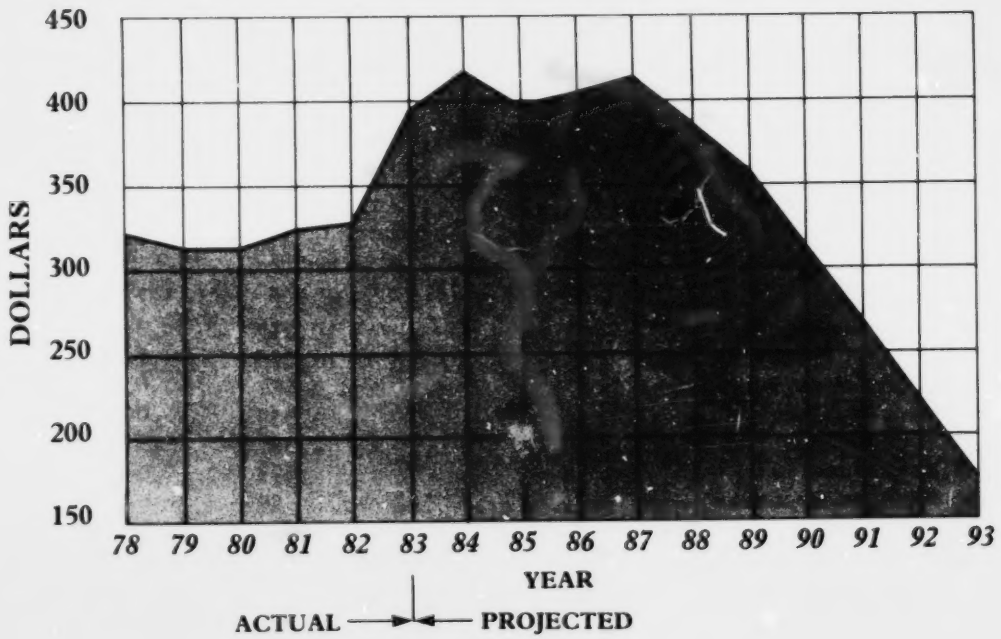
FUNDING OF NET CAPITAL COST



FUNDED AND UNFUNDED DEBT



DEBT PER CAPITA



RESERVES AND RESERVE FUNDS — ($000)

	Actual 1983	Budget 1984	Forecast 1985
Balance at the beginning of the year	**53,537**	66,447	**61,677**
REVENUE			
Contributions from Revenue Fund	26,989	26,033	33,198
Investment Income - Own Funds	3,050	2,193	2,400
- Other	2,538	2,332	2,211
Currency Exchange Premium	118	-	-
Other	94	33	96
	32,789	30,591	**37,905**
EXPENDITURE			
Transfers to - Capital Fund	15,159	29,837	26,837
- Revenue Fund	1,198	1,355	3,924
Currency Exchange Premium	3,401	3,454	4,018
Other	121	715	252
	19,879	35,361	**35,031**
Balance at the end of the year	**66,447**	61,677	**64,551**
Analyzed as follows:			
RESERVES			
Working Capital and Contingencies	2,669	2,589	2,619
Vested Employee Benefits	941	991	1,041
Capital Expenditures	1,428	2,072	2,148
Fixed Assets	326	-	-
Job Evaluation	170	100	-
	5,534	5,752	**5,808**
RESERVE FUNDS			
Capital Expenditures	32,212	26,834	30,266
Debenture Currency Exchange	16,529	14,975	12,703
Vested Employee Benefits	5,507	6,058	6,672
Equipment Replacement	4,056	5,047	5,684
Winter Control	1,391	1,516	1,660
Self Insurance	971	1,086	1,182
Debt Charges Recovery	29	20	-
Landfill Closure	218	301	392
Landfill Site Replacement	-	88	184
	60,913	55,925	**58,743**
	66,447	61,677	**64,551**

FIVE YEAR FINANCIAL REVIEW

(All dollar amounts are in thousands except per capita figures)	1979	1980	1981	1982	1983
Population	541,932	548,995	553,537	562,782	569,747
Area in acres	686,352	686,352	686,352	686,352	686,352
Number of households	202,692	204,374	210,536	216,977	223,307
Equalized Assessment in Millions (1)	$ 7,264	$ 15,972	$ 16,461	$ 17,598	$ 18,218
Per capita	$ 13,403	$ 29,094	$ 29,738	$ 31,269	$ 31,976
General municipal revenue					
Requisition on area municipalities	$ 58,490	$ 62,550	$ 72,999	$ 93,698	$106,671
Sale of water	13,332	16,354	19,404	22,528	25,509
Sewer surcharge					924
Contributions from Ontario	61,551	78,464	95,625	104,911	103,124
Other grants	311	432	799	651	925
Fees & service charges	32,314	37,243	44,511	52,758	58,597
Other	1,734	3,624	1,916	2,876	2,425
	$167,732	$198,667	$235,254	$277,422	$298,175
General municipal expenditure	$168,488	$196,319	$235,734	$278,957	$299,186
Net long term liabilities					
General municipal activities	$100,348	$104,301	$ 93,732	$104,596	$133,706
Per Capita	$ 185.17	$ 189.99	$ 169.33	$ 185.86	$ 234.68
Municipal enterprises	$ 38,255	$ 44,585	$ 42,990	$ 41,730	$ 38,664
Charges for net long term liabilities					
General municipal activities	$ 15,151	$15,362	$ 16,153	$ 16,381	$ 18,724
Per capita	$ 27.96	$ 27.98	$ 29.18	$ 29.11	$ 32.86
Capital expenditure	$ 34,123	$ 33,471	$ 44,757	$ 80,921	$ 94,785
Capital financing					
Contributions from own funds	$ 6,496	$ 7,467	$ 14,287	$ 23,638	$ 20,458
Long term liabilities incurred (2)	6,219	54,441	3,743	63,395	38,166
Ontario grants	14,527	14,676	17,180	33,465	51,870
Other	1,621	2,159	7,212	6,163	2,208
	$ 28,863	$ 78,743	$ 42,422	$126,661	$112,702

Note 1: The 1980, 1981, 1982 and 1983 equalized assessments (line 4) reflect the new equalization factors introduced by the Province of Ontario in 1979 and 1980.

Note 2: Includes long term liabilities incurred on behalf of area municipalities.

ESTABLISHED SALARIED, UNSCHEDULED AND AVERAGE WAGE POSITIONS

	1980	1981	1982	1983	1984
DEPARTMENTS					
Audit Services	6	6	6	6	8
Chairman's Office	3	3	4	4	4
Commissioner of Admin. Services	-	-	-	2	2
Information Systems Office	-	-	11	12	25
Regional Clerk	28	28	24	23	23
Legal	38	37	30	30	30
Personnel	21	26	25	25	25
Emergency Measures Organization	3	3	3	3	3
Finance	77	76	66	65	65
Homes for the Aged	404	404	404	407	407
Planning	37	49	48	48	47
Social Services	297	303	343	387	387
Transportation	245	245	248	250	250
Works	211	208	212	210	216
ESTABLISHED POSITIONS	1,370	1,388	1,424	1,472	1,492
UNSCHEDULED POSITIONS	71	64	106	91	121
AVERAGE WAGE POSITIONS	554	565	489	523	562
TOTALS POSITIONS	1,995	2,017	2,019	2,086	2,175
BOARDS & AGENCIES					
Canada's Capital Congress Centre	-	-	5	32	39
OC Transpo	1,808	1,819	1,867	1,892	1,889
Ottawa-Carleton Health Unit	271	303	290	339	359
TOTALS POSITIONS	2,079	2,122	2,162	2,263	2,287
GRAND TOTAL	4,074	4,139	4,181	4,349	4,462

OTTAWA-CARLETON REGIONAL CREST

The Regional crest, was designed by Commander Alan Beddoe of Ottawa, a recognized heraldic expert in Canada.

The white wavy Y-shaped device, or Shakefork, represents the Ottawa and Rideau Rivers, which have played an important part in the early settlement and economic development of the area, and are the prominent geographic features of the Ottawa-Carleton region.

The red maple leaf is symbolic of the national capital area and the people of Canada.

The Royal or Tudor Crown represents Queen Victoria's choice of Ottawa as Canada's capital in 1857. To use the Royal Crown as part of the Region's crest, it was necessary to receive official approval from H.R.H. Queen Elizabeth II.

The Mural Crown which appears above the shield is nowadays regarded officially as the symbol of municipal authority.

The English translation of the motto, "Cum Progressu Euntes" is "Moving with Progress".

designed by sheffield graphics, printed by regional municipality of ottawa-carleton print shop